

Person Centered Care: Welcome Home



**Arizona Nursing Home
Collaborative Workgroup**

**Health Services Advisory Group
(HSAG)**

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Aging, the final frontier . . .

These are the voyages of my nursing home. Its continuing mission is to explore new innovations, to seek out new ideas and new interventions, to **boldly** go where no nursing home has gone before . . .

Why Go Boldly?

- Stagnant culture leads to negative results
- You can't afford not to change.....
- Change is scary, you have to be **BOLD** to embrace it

Organizational Culture

- Can be defined by a company's mission, goals, and values
- Culture is defined by those things that influence the working environment itself and the behaviors of those who work there
- Your culture has its own spoken and unspoken rules of conduct

Organizational Culture

*Its how people behave
when they think no
one is looking*

**Don't wait for disaster to
change....**

The Washington Post

Headline

For August 27, 2003

**“Report Blames Flawed NASA
Culture for Tragedy”**

So has NASA changed its culture?

- Survey done on April 12, 2004 concluded that...

“NASA Workers Afraid to Speak Up”

- NASA workers feel unappreciated
- They are afraid to speak up about safety concerns
- Management sent signals to employees that presenting issues is not welcome

Why does culture need changing?

1. Wasted time

A general survey of corporate executives conducted by the American Management Association concluded that communication-related conflicts (personality clashes, broken trusts, arguments over methods, etc) –

Take up nearly a quarter of their time!

Gilbert, Matthew. *Communication Miracles at Work*. Berkley, California: Conari Press; 2002.

Why does culture need changing?

2. Wasted Resources

Staff Turnover

- A study completed in 2000 by the Conference Board found that almost half of all workers weren't happy with their jobs
- The Bureau of Labor Statistics reports that American workers hold on average nine different jobs before the age of thirty-two

Gilbert, Matthew. *Communication Miracles at Work*. Berkley, California: Conari Press; 2002.

Why are they leaving?

- According to a Business Research Lab survey employees reported that when they quit their job, a sobering

85%

of them are leaving their bosses, not their jobs!

Brutal Facts of Nursing Home Reality

Turnover and Vacancies

Nationwide

- **Turnover**
 - RNs = 50%
 - LPNs = 50%
 - CNAs = 70%
- **96,000 Vacant FTEs**
 - 52,000 CNAs
 - 25,100 LPNs
 - 13,900 RNs

21 Pilot States

- **Turnover**
 - RNs = 43%
 - LPNs = 50%
 - CNAs = 77%
- **Vacant FTEs**
 - 25,000 CNAs
 - 9,400 LPNs
 - 7,700 RNs

AHCA, 2002

SNF Statistics

- Net profit margin for-profits 2.2%
- Net profit margin of non-profits 0.3%
- Average Medicaid rate \$115/day
 - \$9.78 less than avg. daily costs
- Labor accounts for 60%
- % of total census / % of revenue
 - Private Pay 20% / 30%
 - Medicare 10% / 25%
 - Medicaid 70% / 45%

CMS Healthcare Industry Market Update
2002

Findings from recent Work Force Retention (WFR) Corporations Collaborative

- 40 percent of all NH shifts understaffed
- No difference between weekends and weekdays
- Average number of call-offs per month = 45
- Licensed staff called off as often as CNAs
- Most common reason for termination...

CALL-

OFFS

Findings from WFR Collaborative

(Continued)

What does it feel like when understaffed?

- “Stressful, no lunch break, your back hurts.”
- “Unsafe for patients and self.”
- “Hectic—finger nails don’t get clipped, men don’t get shaved, people are left with empty cups.”
- “Hell.”

Findings from WFR Collaborative

(Continued)

What happens that leads your co-workers to call-off?

- “Just tired mentally. Overwhelmed and can’t overcome it.”
- “Burn out if you worked 7 am to 11 pm.”
- “Stress—someone is always asking you to stay late.”

Findings from WFR Collaborative

(Continued)

Top reasons for call-offs:

- Being sick
- Sick family member
- Baby-sitter problem
- Car problem
- Domestic crises

Findings from WFR Collaborative

(Continued)

What does it feel like when you have enough staff?

- “Relief—you feel you accomplished something.”
- “Can do little things for the residents like give them a hug.”
- “Can give them a back rub, talk to them, you can take the time to be more human.”

Why Is Culture Change Necessary?

- **Resident and Employee Satisfaction**
- **Quality of Life (Residents *and* Staff)**
- **Quality of Care**
- **Financial survival**

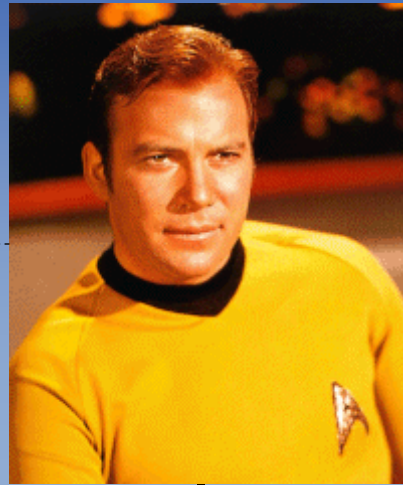
The Impact of Leaders

- Nursing homes—a short history
- Research-based evidence
- Administrator and DON influence
- Leader's actions
 - Care Practices
 - Workplace Practice
 - Environment

Leadership and Management



Traditional Management



**Captain Kirk
Reports to Starfleet
Command**



Employee Centered Leadership Model



Three Domains of Culture Change



Care Practices

- Home adapts to person vs. person adapts to institution
- Create systems in which individual preference is recognized, honored and defended
- Considerations include...

Care Processes	Person Centered Care Approach
Chronic Care HR Pressure Ulcers	<ul style="list-style-type: none"> •Bathing Without a Battle •Daily C.N.A. skin reports
Restraints	<ul style="list-style-type: none"> •Review least restraining policy with prospective family members and residents
Depression	<ul style="list-style-type: none"> •Geriatric Depression, Cornell or Hamilton Scales
Chronic Care Pain	<ul style="list-style-type: none"> •Empowerment of residents by offering choices •5th vital sign at all times •Routine vs. PRN meds as appropriate •Non-pharmacological interventions (back rubs, aroma therapy, hobbies, etc..)

Workplace Practice

- Move from exclusive, impersonal work practices *to* inclusive, relationship-based management practices:
 - Prioritize meaningful and lasting relationships
 - Invest in staff (hand them a Granola bar)
 - Empower self-managed work teams
 - Focus on problem solving skills
(communication, mediation)

Environment

- Move from institutional to home-like setting
- Provide a sense of peace, safety, and community
- Ideas for consideration include:
 - Shift toward neighborhoods and communities
 - Decrease random alarms, alerts, and pagers
 - Reduce unwanted intrusions

Be Inspired.....

Nursing Home Culture Change is accomplished by:

1. Responding to their spirit, mind and body
2. Begin decision-making with the resident
3. Putting the person before the task
4. Believing that as staff are treated, so will residents be treated
5. Accepting that risk-taking is a normal part of adult life
6. Enjoying residents and staff as unique individuals, affirming that each person can make a difference

Be Inspired.....

The Pioneers suggest for both residents and staff:

- Know each person – each person can and does make a difference
- Build teams that utilize all talents
- Promote creativity in staff, residents, and families
- Identify and build on our strengths
- Through these steps, residents and staff can grow to their full potential

Way of Inquiry

Phase 1
Irritant

- Live with it
- Can't quite put my finger on it

Internalize the "no" (rationalize the reasons it can't change)
Accept the "no"
Impose the "no"



Phase 2
Catalyst

- outside influence
- internal influence
- tipping point

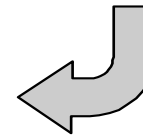
Prompts us to begin to ask questions



Phase 3
Awakening

- become aware that there is the necessity or possibility of something different (dawn of hope)

Can't any longer ignore it



Hope vs. Despair



Choosing hope:
-Gives rise to growth and our greatest humanity

Choosing despair:
-Produces resignation and surrender



Phase 4
Action Step

- now ready to ask the questions that have been suppressed



Immobilization
Absence of Growth or action

- continue the current process

Nursing Home Culture Change Methodologies

- **Eden Alternative**
<http://www.edenalt.com>
- **Pioneer Network**
<http://www.pioneernetwork.org>
- **Wellspring**
<http://www.wellspringis.org>
- **Learn Empower Achieve Produce (LEAP)**
http://www.matherlifeways.com/re_leap.asp

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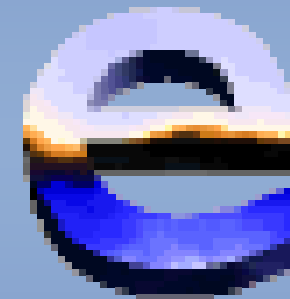
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